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Green HRM practices and employee performance of Nepalese commercial banks: Test of AMO model

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Abstract

The study aims to analyze the impact of green HRM practices on employees' performance in Nepalese commercial banks. It is based on the Ability-Motivation-Opportunity Theory (AMO Theory). A quantitative research approach and a correlational research design are adopted. The population consists of the total number of employees (46,408) in Nepalese commercial banks [1]. The minimum sample size for the study is 396 [2]. The convenience sampling method is used to collect the data, which has been organized, sorted, and coded in MS Excel. The Kolmogorov-Smirnov test, Shapiro-Wilk test, construct validity and reliability, Cronbach's alpha, composite reliability, convergent validity, discriminant validity, multicollinearity, and bootstrapping are conducted and examined using SPSS and Structural Equation Modeling (SEM) in Smart PLS software. The study found a significant relationship between green HR practices and employee performance, confirming the positive effect of Green HRM practices on employee engagement. Overall, it emphasizes the role of green HRM in promoting employee engagement with environmental sustainability initiatives. The study confirms that implementing diverse approaches to improve recruitment practices can foster the integration of an environmentally conscious value system within an organization. Furthermore, incentivizing employees for their environmental performance serves as a powerful motivator, encouraging the adoption of environmentally friendly behavior. Nepalese commercial banks can formulate plans to enforce policies for green practices to create a brand image and sustainable business. Additionally, the commercial banks can focus on the AMO model to train their employees for further encouragement in green practices.

Keywords: Commercial banks, Employee performance, Green performance, Green recruitment, Green training, HRM, Work engagement.

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1. Introduction

The effect of Green Human Resource Management (Green HRM) on employee performance has increasingly been studied in recent times under a basic premise of business literature, as green HRM serves as a vital tool, mainly for those businesses that are seeking balanced economic growth along with sustainable practices and social responsibility [3]. It seems that a significant portion of businesses uses green HRM techniques these days, and they do so globally [4]. Employee in-role, extra-role, and green innovative work behavior are all predicted by green HRM [5]. Green HRM, a set of HRM practices targeted at environmental goals, has been proposed as the key to achieving organizational sustainable development and employee performance [6]. In order to emphasize that it is human responsibility to promote sustainability, 193 UNO member states adopted the 17 Sustainable Development Goals (SDGs) in 2015. As a member state, these objectives have put pressure on Nepalese organizations and their employees to take action in the direction of sustainable development. In addition, the modern business environment is characterized by new factors (such as consumer boycotts, preferences, and ethical values) that can impact an organization's efforts to attain a competitive advantage in either a positive or negative way [7]. Consumer purchase behaviors are based on their perception of the firm's brand image and sustainable operations [8-12].

The various components of the organization have been affected by the going green agenda, such as marketing, operations management, accounting, and management [13]. The trend of going green has an impact on human resource management (HRM), which is seen as the most valuable and important division of an organization that includes human resources, considered vital assets [14]. In this sense, HR managers must reorganize their objectives and improve their procedures by including green management practices, which would lead to advancements in their basic HRM practices such as green recruitment, green training, and green performance [15]. Numerous studies have shown the importance of employee participation in green practices for environmental management initiatives [16, 17]. This participation would also enhance the organization's competitive advantage and environmental performance [18]. Regarding green performance behaviors, it is thought that green HRM can affect employee performance associated with environmental factors [19]. The Ability-Motivation-Opportunity (AMO) theory [20, 21] is often used in HRM performance. Becker, et al. [22]; Guest [23] and Appelbaum, et al. [20]. Gerhart [24] stated that HRM practices can influence an employee's ability, motivation, and opportunity to contribute to firm performance.

This study addresses several research gaps, adding significantly to the existing body of knowledge. Green HRM research is still in its early stages. The relationship between Green HRM and employee performance has not gained much attention in studies [25]. The present study also extends the literature by examining the mediating effect of work engagement on Green HRM. This work aims to contribute significantly to Green HRM through the use of the AMO theory. The practices of Green HRM in developed nations have been the primary subject of most research [26]. Through the theoretical lens of the ability-motivation-opportunity theory (AMO), this study aims to address developing economies like Nepal by assessing the effect of Green HRM on employee performance in the banking industry from a developing country viewpoint.

2. Literature Review

2.1. Conceptual Review

2.1.1. Green HRM

There is enhanced adoption of environmental management systems by the corporate sector [27]. This has resulted in the emergence of a new strategic maneuver called green management. Daily and Huang [28] recommended that organizations essentially need to balance industrial growth and ensure that the environment in which one lives is well preserved and promoted. The adoption of these practices has been presented with a number of different advantages that ultimately benefit the firm, leading to the emergence of the "green and competitive mantra [29]." Some of the benefits associated with this adoption include improvements related to firms' operational performance [30], promotion of teamwork [31], improvements in organizational culture [32], and reduction in overall costs [33]. It is identified that the management of environmental systems will enable improvements in synchronization with other management strategies of the firm. Wagner [29]. Fayyazi, et al. [34] explained that there is a requirement for the amalgamation of environmental management in Human Resource Management (HRM) because it is essential rather than just desirable. Successful environmental management in an organization requires special efforts from human resource management [35]. Organizations that can align HRM practices with the objectives of environmental management can achieve a desired aim or result in a corporate environmental management expedition. Jabbour [36]. Harvey, et al. [37] concluded that HRM plays a prime role in the execution of green practices and indicates the contribution of HRM to green performance. Green performance can depend on employee involvement and the implementation of green practices in both life domains, resulting in green outcomes. Xie, et al. [38] highlighted the importance of green HRM practices in promoting pro-environmental behavior among employees and suggested that by aligning HRM procedures with environmental objectives, implementing environmental training, and involving employees in sustainability initiatives, organizations can build a culture of environmental responsibility and encourage sustainable behavior. Green HRM practices have a positive effect on employees' in-role green behavior. The most apparent manifestation of green HRM practices is the integration of environmental concerns into traditional HRM processes after the COVID-19 pandemic, including hiring, training, evaluating performance, and distributing pay and benefits. These green-focused management initiatives are more likely to result in employees acting in an environmentally friendly manner [39]. Green HRM practices in enterprises enhance employees' green mindfulness and thus stimulate their green behaviors [40].

2.1.2. Green Performance

Employee job performance is defined by Viswesvaran and Ones [41] as scalable activities, behaviors, and results that workers engage in that are related to and contribute to the organization's goals and objectives. Employee job performance influences both organizational and individual results. The quality of work, amount of work, accuracy and speed of work, and employee effectiveness concerning their job are all measures of job performance. Employee job performance determines promotions, cash prizes, increased tasks, and termination from employment. Leadership and motivation have a considerable beneficial influence on employee happiness and performance [42]. There could be certain conditions where organizations follow a compliance approach, expecting employees to perform routine tasks designed according to the organization's quality systems and policies for hazard control, power consumption, printing and recycling, and safely disposing of materials. However, there could be other unpredicted incidents that require innovative approaches to environmental stewardship. In other words, employees might be expected to proactively detect hazards, engage in designing up-to-date green initiatives, and accommodate contemporary environmental issues in their job performance. Examples of these extra-role behaviors might range from wise consumption of office lighting and using unbleached paper to conducting self-guided energy audits and identifying additional cost and resource-saving opportunities [43].

2.1.3. Green Training

Training is instruction and learning activities carried out with the objective of gaining information and using the acquired skills and knowledge to perform a particular job [44]. Green training teaches employees to work in a way that enables them to decrease waste, sustainably use resources, and reduce the causes of environmental deterioration [45]. Green training and development (GTD) pertains to a systematic approach to equipping personnel with essential knowledge, proficiencies, and abilities to comprehend and participate in ecologically sustainable practices within the organizational setting [46]. The program is intended to enhance the environmental consciousness of employees, foster environmentally responsible conduct, and provide them with the means to engage in sustainability initiatives within their respective organizations. Nguyen, et al. [47]. Saeed, et al. [48] suggested that employees who receive training on environmental sustainability tend to demonstrate environmentally responsible service behaviors. These behaviors include recommending eco-friendly products, providing information on sustainable practices, and encouraging customers to participate in green initiatives.

2.1.4. Green Recruitment

The process of identifying, screening, hiring, and finally onboarding eligible job candidates is recruitment [49]. Green recruitment involves employing personnel who have knowledge and skills that align with the environmental management practices of the organization. A paperless recruitment process is adopted to guarantee minimal impact on the environment [50]. Incorporating the firm's green values and goals when hiring employees will influence an individual's cognitive evaluation of personal capabilities and awareness of their job-related green behavior [51]. This cognitive process would lead to the development of positive emotions and exuberance reflected in employees' execution of their environmentally related role tasks. Similarly, adapting a learning system that includes training and development programs designed to enhance employees' environmentally related knowledge and competencies is also expected to raise their awareness of how their role performance contributes to the achievement of the organization's environmental objectives [52]. In other words, featuring green criteria in recruitment and selection will attract and hire candidates who possess green qualities that serve the organization's mission, vision, and strategic objectives. This, in turn, is expected to create a shared interest in the workplace and advance employee sustainable performance. Further enhancing employees' abilities, conducting customized training and development programs, and establishing a learning system that acknowledges ecological issues will also enhance environmentally related knowledge and competencies [53].

2.1.5. Work Engagement

A positive, gratifying, affective-motivational state of work-related well-being is work engagement. Work engagement helps employees bring out their actual problem-solving capacity as well as connect with other people. Engaged employees are seen as absorbed in their work and respond less to distractions [54]. Employee engagement is critical to the organization's long-term success. Engaged employees are active, loyal, psychologically robust, and enjoy demanding work. Bakker [55]. Schaufeli and Bakker [56] explained job engagement as a positive, rewarding, work-related mentality characterized by devotion, energy, and absorption. Robinson, et al. [57] stated that employee engagement is a condition that is one step ahead of commitment. Employee engagement refers to an employee's level of dedication and involvement in the organization and its principles. They believe employee engagement is inextricably linked to organizational commitment. Harter, et al. [58] concluded that employee engagement is an individual's involvement, contentment, and excitement for work. Chaudhary [19] concluded that employees who engage in eco-friendly activities exhibit more environmentally conscious behavior. Green incentives and pension plans are common ways to increase employee engagement [14, 26]. Engagement and motivation at work are commonly recognized as catalysts for improved performance, empowering employees to actively participate in environmentally friendly behaviors, both within their defined roles and by voluntarily exploring new opportunities for development. According to social exchange theory, heightened involvement correlates with higher-quality social interactions at the green level, making employees more inclined to engage in meaningful exchanges with their company. This creates a mutually beneficial scenario for employees aspiring to embrace eco-friendly practices, resulting in a win-win situation [59].

2.1.6. Employee Performance

Employee performance is the consequence of their efforts in carrying out the duties and obligations assigned to them by the organization that are compatible with their ability [60]. Employee performance reflects the standard of an organization [61]. Employee unhappiness with the organization or the firm as a whole will inevitably impair their performance. Paais and Pattiruhu [42]. Rijal [62] found that green training, green rewards, and organizational culture significantly contribute to employee environmental commitment, which ultimately improves long-term organizational performance. Yafi, et al. [63] and Rijal [62] have reported a significant but negative relationship between training programs and environmental commitment, which may be the result of employees perceiving green training as an extra burden. The study has shown the positive impact of green rewards on employee environmental commitment [62, 64]. Implementing green human resource management practices is beneficial for attaining environmentally friendly objectives and nurturing positive work behavior [65].

Despite evidence of development in Green HRM and employee pro-environmental behaviors in the workplace [26], a recent study [53, 66] suggested that there is a lack of understanding regarding the influence of Green HRM on green service behavior. For empirical research, this information is especially important. With the right skills and activities, organizations could more easily leverage HRM to successfully elicit environmentally friendly, sustainable employee behaviors [53]. To increase engagement, green training practices are especially important for recently employed employees [67]. Green HRM practices also have important factors like green training and recruitment. Gill, et al. [68] defined training as "the process of preparing multi-talented individuals for the improvement of information necessary for innovation." Within the framework of improving performance, HRM practices, training encompasses imparting essential skills to staff, such as instructing them on the effective collection of waste information and enhancing the company's performance standards in terms of efficiency and environmental responsibility. Ojo, et al. [69]. Bai and Wang [70] have unveiled the presence of a mediating effect in the connection between Green HRM (Global Human Resource Management) and employees' work engagement. This highlights the significance of Green HRM in fostering positive attitudes among employees towards their organization. Yong, et al. [71] proposed that theories such as social exchange theory (SET) and the Ability-Motivation-Opportunity (AMO) framework would provide a better understanding of how Green HRM is linked to various attitudinal and behavioral consequences. Green recruitment, green training, green performance management, and green rewards were widely used as indicators of Green HRM. In addition to the aforementioned indicators, Pham, et al. [72] demonstrated that job description/analysis, performance management, organizational culture, the role of unions in environmental management, organizational learning, and green health and safety were among the Green HRM practices.

2.2. Theoretical Glance

2.2.1. Ability-Motivation-Opportunity Theory (AMO Theory)

The AMO framework developed by Appelbaum, et al. [20] is based on a model previously proposed by Bailey [73] and serves as the foundation for this study. According to this notion, an employee's degree of performance is correlated with their aptitude, drive, and availability of performance opportunities. This demonstrates that an organization is more likely to function well when its employees feel motivated, have access to the knowledge and skills they need, and have opportunities to apply those skills. The applicability of the theory to ecological human resource management was considered. Employers are allowed to implement green human resource management if employees possess the necessary green knowledge and skills (ability), are encouraged to do so by financial and non-financial incentives (motivation), and have opportunities to use their new green knowledge and skills within the organization (opportunity) [74]. Correspondingly, Pham, et al. [72] have proposed and empirically tested theoretical models suggesting a direct linkage between a wide range of HRM core functions and employee green behavior in the workplace. On this basis, bundles of HRM practices (recruitment and selection, performance management, training and development, remuneration, and employee participation) have been examined in association with organizational outcomes. As recommended by Renwick, et al. [26], the relationship between green HRM and individual green behavior can be viewed through the lens of the classical Ability-Motivation-Opportunity (AMO) theory [20]. The key argument of the AMO theory suggests that individual green behavior is enhanced by the contribution of HRM practices to fostering employee ability (possessing relevant skills and competencies), motivation (attitudinal positivity and willingness to engage in environment-related tasks), and opportunity (the possibility for employees to participate in developing and deciding on green initiatives). Accordingly, green HRM practices can be recognized by: a) enhancing employee ability through greening the recruitment and selection, and training and development HRM practices; b) enhancing employee motivation by adopting remuneration and performance management systems that acknowledge employee green behavior; and c) establishing opportunities for employees to participate in various aspects of environmental initiatives. Drawing on the Ability-Motivation-Opportunity (AMO) theory, this study proposes that green HRM can be ostensibly associated with employee engagement; the latter comprises factors (positive emotions, absorption, persistence, dedication, task performance, and goal orientation, Ababneh, et al. [75]) that can be influenced by the “ability” (manifested by recruitment and selection practices), “motivation” (enhanced by compensation and performance management practices), and “opportunity” (shaped by involvement in green initiatives) dimensions of AMO. Therefore, well-developed and implemented green HRM practices are expected to enhance employee engagement with the organization’s environmental initiatives among employees, who are then expected to conform to the organization’s policies and job requirements [76] and act proactively with strong concern for contemporary environmental issues [77]. Numerous scholars have considered the AMO framework a helpful tool for studying the relationship between HRM and performance [78-80].

2.2.2. Ability

Ability plays a critical role in determining how employees behave and complete tasks [81]. It encompasses all the skills, aptitudes, and knowledge that workers need to perform their tasks [82]. These components fall into two categories: innate talents and acquired skills [81]. In the former case, workers' innate abilities can help them carry out their responsibilities efficiently. In the latter case, workers' abilities and expertise can distinguish their work performance and behavior.

2.2.3. Motivation

The competent workers would not perform adequately if they are not motivated [83]. Even if the majority of knowledge workers in the modern workplace place a high importance on financial compensation, it could be difficult for organizations to create an equitable policy for every employee [84].

2.2.4. Opportunity

According to AMO theory, employees who are given the opportunity to contribute and perform their duties will lead to more favorable organizational results [82]. Opportunity is defined as the ability to participate in work-related behavior, which is achieved through engagement and job design [85].

2.2.5. Work Engagement

Many studies by Rapti, et al. [86]; Su and Ng [87] and Wang, et al. [88] revealed that, as an organizational outcome, work engagement is primarily possible through feelings of psychological ownership, which makes psychological ownership worth examining in the relationship between GHRM and work engagement. Social identity theory explains that individuals tend to attach to their possessions, which is illuminating in revealing the positive effect of psychological ownership on engagement. It can create advantages for organizations on the journey toward sustainability by encouraging employees to prefer to stay in their organization and work hard for its strategic goals [89].

2.3. Empirical Review

The acknowledgment of finite resource availability, the impacts of climate change, and societal pressures to embrace eco-friendly approaches have triggered a paradigm shift in how businesses conduct their operations [90]. In this evolving landscape, Green Human Resource Management (HRM) has surfaced as a strategic approach that harmonizes human resource practices with environmentally sustainable objectives [91]. While the impact of Green HRM practices on ecological results is well documented, its effect on the broader workforce remains a pivotal area for investigation [92]. Furthermore, the capacity of Green HRM to influence not just environmental consequences but also employee engagement and commitment has become a subject of growing interest [93]. The concept of employee engagement in green activities is a central component of Green HRM, emphasizing the importance of employees' involvement and enthusiasm for sustainable practices within their organization [94]. Engaging employees in green initiatives, such as recycling programs and energy reduction, has been shown to have a positive impact on organizational performance and sustainability [95]. However, achieving employee engagement in green activities poses challenges that require the establishment of a sustainability-focused organizational culture, effective communication of sustainability goals, and opportunities for employee participation in sustainability initiatives Pinzone, et al. [96]. Zibarras and Coan [97]. Research has found in the UK that human resource practices play a crucial role in motivating employees to exhibit environmentally friendly behaviors (PEBs).

The lack of Green HRM or its ineffective implementation raises questions about the commitment of top management to environmental sustainability [98]. Studies in various sectors, such as the Italian health sector and the hotel industry, indicate that green training and Green HRM practices contribute to employees' job satisfaction and work engagement [98]. However, potential negative effects on job satisfaction may arise from factors like job intensity and work overload resulting from the implementation of environmental management programs. Park, et al. [99] AMO theory provides a framework to analyze the connection between employee engagement and Green HRM practices. According to this theory, employee capabilities can be improved through the recruitment of skilled and competent staff, as well as through the effective implementation of training and development programs. The selection of competent employees aligns with the task-performance dimension of employee engagement, where engaged employees are mentally present when carrying out their formal duties [100]. This implies that Green HRM plays a pivotal role in enhancing employees' dedication to environmentally conscious organizations.

The fundamental concept of social exchange theory revolves around mutual benefit. In the dynamic relationship between organizations and employees, a reciprocal exchange forms the basis, where organizational support and employee commitment create a mutually advantageous connection [67]. Through Green HRM, employees receive support tailored to green initiatives, encompassing resources like green production technology, training in green product skills, and a sustainable working environment [101, 102]. These provisions instill trust among employees, fostering a strong desire to incorporate environmentally friendly practices into their work. Several studies [103-108] concluded that work engagement is perceived as a motivating factor that influences performance outcomes, mediating the connection between independent and dependent variables. Green HRM, as a form of organizational and job resource, is expected to promote goal achievement and foster positive work-related behaviors, including green work engagement [109]. From this perspective, Green HRM is viewed as a motivating factor positively correlated with employees' work engagement [56]. The availability of resources, such as Green HRM, can serve as extrinsic or intrinsic motivators, supporting employees' growth and contributing to their commitment to their jobs, particularly in the context of Green Work Engagement [110].

Organizational commitment measures the extent of employee dedication to the organization's goals and values [111]. It is considered a pivotal factor influencing employee retention and performance [112]. Environmental performance gauges the

alignment of an organization's operations and practices with sustainability and environmentally responsible objectives [113]. Employee engagement, a multifaceted concept, represents the emotional and intellectual commitment of employees to their work and the organization [114]. This increased engagement is closely linked to higher job satisfaction, improved productivity, and the overall well-being of employees [115]. Employee engagement serves as the conduit through which Green HRM practices channel their positive impact, creating a work environment where employees are not only committed to their roles but also deeply committed to the organization's sustainability and environmental objectives Ercantan and Eyupoglu [116]. Lartey [117] research has shown that employees who believe their organization is genuinely dedicated to environmental sustainability tend to have higher job satisfaction. Additionally, when employees actively engage in these initiatives, they are more inclined to perceive their contribution to a broader environmentally responsible cause. This sense of purpose and alignment with the organization's values should naturally result in increased job satisfaction and stronger organizational commitment [118].

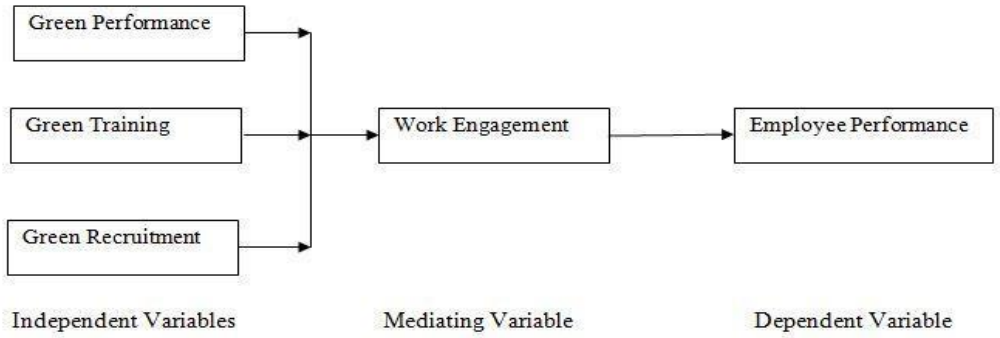

Figure 1.
Theoretical framework.
Source: Ari [119].

2.4. Hypothesis

H_1: There is a significant positive impact of green training on employee performance.
H_2: There is a significant positive impact of green performance on employee performance.
H_3: There is a significant positive impact of green recruitment on employee performance.
H_4: Work engagement mediates the relationship between green training and employee performance.
H_5: Work engagement mediates the relationship between green performance and employee performance.
H_6: Work engagement mediates the relationship between green recruitment and employee performance.
H_7: There is a significant positive impact of green human resource practices on employee performance.
H_8: Work engagement mediates the relationship between green human resource practices and employee performance.

2.5. Research Gap

Various research by Daily and Huang [28] and Xie, et al. [38] concluded that Green Human Resource Management practices such as green training, green recruitment, green performance, rewards, and appraisals have significant effects on employee performance. A significant positive influence of green HRM practices on work engagement was observed in the study conducted by Al-Hajri [120]; however, in the same study, insignificant effects were reported on the relationship between green HRM practices and employee retention. While the impact of Green HRM practices on ecological results is well documented, its effect on the broader workforce remains a pivotal area for investigation [92]. Reviewing various literature [9, 60, 64, 68, 89], the majority of the studies focus on Green HRM practices and sustainability in various developed and developing countries worldwide, arguing about the effectiveness and feasibility in organizations. Even though studies have explored the relationship between Green HRM practices and outcomes like employee engagement and pro-environmental behavior, the applicability and effectiveness of these practices in Nepal's context remain unexplored. While there have been studies conducted on Green HRM in developed and developing countries worldwide, there remains a notable absence of research specifically focused on Green HRM within Nepal in the context of the banking sector. Given Nepal's unique socio-cultural, economic, and environmental landscape, it is important to explore how Green HRM practices can be successfully implemented, adapted, and optimized within Nepalese organizations, which has not been adequately addressed in previous studies. The absence of empirical research on the adoption, implementation challenges, and outcomes of Green HRM practices in Nepal is a significant research gap.

3. Methodology

The study has evaluated the impact of Green HRM practices on employee performance in Nepalese commercial banks. A quantitative research approach has been used to examine the relationship between Green HRM and employee performance, mediated through work engagement. The opinions of the commercial banks in Nepal regarding Green HRM, work engagement, and employee performance were collected. This study has employed a correlational research design to assess the impact of Green HRM practices and green recruitment on employee performance, mediated through work engagement. The population for this study consists of all employees of Nepalese commercial banks [1], totaling 46,408 employees. Since

the population of the study is known and the degree of variability is unknown, the sample size formula suggested by Yamane [2] has been used to determine the minimum sample size. Given that the degree of variability is not known, maximum variability is assumed, which is 0.5 (p = 0.5). Moreover, a 95% confidence interval with 5% precision is used to determine the minimum sample size for the study.

$$n=\frac{N}{1+N*(e^2)}$$
$$=\frac{46408}{1+46408*(0.05^2)}$$
$$=395.58$$

Structured questionnaires have been designed and administered manually and through Google Forms to collect data. A 5-point Likert scale has been used in the study, which ranges from '1' - strongly disagree, to '5' - strongly agree. The questionnaire has been distributed to 400 Nepalese bank employees for data collection. The convenience sampling technique has been used for sample selection. The data obtained has been analyzed with the help of SPSS and SMART-PLS 4. The data has been organized, sorted, and coded in MS Excel. Both the Kolmogorov-Smirnov and Shapiro-Wilk tests have been used to check the normality of the data using SPSS. Construct validity and reliability have been examined and validated using Structural Equation Modeling (SEM) in Smart PLS software. Cronbach's alpha and composite reliability have been calculated to check the internal consistency reliability. To check the convergent validity, average variance extracted (AVE) has been calculated. Cross-loading, Fornell-Larcker criterion, and HTMT ratio have been calculated to examine discriminant validity. The Variation Inflation Factor (VIF) has been calculated to find issues of multicollinearity in the data. Hypothesis testing has been done with the help of bootstrapping.

4. Results

4.1. Normality Test

Table 1.
Test of normality.

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	**df**	**Sig.**	**Statistic**	**df**	**Sig.**
EE	0.082	396	<0.001	0.972	396	<0.001
EP	0.074	396	<0.001	0.974	396	<0.001
GP	0.096	396	<0.001	0.976	396	<0.001
GR	0.086	396	<0.001	0.975	396	<0.001
GT	0.078	396	<0.001	0.972	396	<0.001

Table 1 reveals the normality test results of employee engagement, employee performance, green performance, green recruitment, and green training. The p-value is less than 0.05 for all the variables under Kolmogorov-Smirnov and Shapiro-Wilk. The test confirmed that the distribution was not normal.

4.2. Measurement Model

The relationship between concept and indicator variables is explained by the measurement model, also known as the outer model in PLS-SEM. The measurement model was utilized to assess the reliability and validity of constructs. Various methods were employed to evaluate the measurement model, including examining outer loadings, Cronbach's alpha, convergent validity, and discriminant validity.

Table 2.
Reliability and convergent reliability.

Variables	**Items**	**Loadings**	**Cronbach's Alpha**	**C.R (rh0_a)**	**C.R (rh0_c)**	**AVE**
Employee engagement	EE1	0.85	0.941	0.941	0.952	0.738
	EE2	0.895				
	EE3	0.847				
	EE4	0.872				
	EE5	0.859				
	EE6	0.86				
	EE7	0.828				
Employee performance	EP1	0.836	0.927	0.931	0.941	0.698
	EP2	0.853				
	EP3	0.88				
	EP4	0.897				
	EP5	0.793				

Variables	Items	Loadings	Cronbach's Alpha	C.R (rh0_a)	C.R (rh0_c)	AVE
	EP6	0.832				
	EP7	0.745				
Green performance	GP1	0.826	0.907	0.913	0.929	0.686
	GP2	0.885				
	GP3	0.845				
	GP4	0.882				
	GP5	0.773				
	GP6	0.747				
Green recruitment	GR1	0.785	0.927	0.931	0.942	0.698
	GR2	0.842				
	GR3	0.814				
	GR4	0.868				
	GR5	0.904				
	GR6	0.779				
	GR7	0.849				
Green training	GT1	0.835	0.923	0.923	0.938	0.683
	GT2	0.833				
	GT3	0.822				
	GT4	0.861				
	GT5	0.837				
	GT6	0.793				
	GT7	0.802				

4.3. Reliability and Convergent Validity

Table 2 reveals that all Cronbach's alpha and composite reliability values met the minimum threshold value of 0.7 suggested by Fornell and Larcker [121] for all the variables. The Cronbach's alpha for Employee Engagement, Employee Performance, Green Performance, Green Recruitment, and Green Training are 0.941, 0.927, 0.907, 0.927, and 0.923, respectively. As a result, the constructs' reliability has been confirmed. The value of AVE is greater than 0.5, and the factor loading is greater than 0.7, which confirms the convergent validity suggested by Fornell. Generally, items with outer loadings ranging from 0.40 to 0.70 may be considered for removal only if their deletion leads to improvement in Composite Reliability (CR) or AVE beyond the recommended thresholds [122]. In this study, we decided to remove GP7, which resulted in enhanced CR and AVE for the EP construct. Reliability was assessed using Cronbach's alpha, rho_A, and composite reliability, and all of these measures exceeded the recommended value of 0.700 [123]. The rho_A value fell between Cronbach's alpha and composite reliability, as indicated by Sarstedt, et al. [124], and it also surpassed 0.70, demonstrating good reliability as suggested by Henseler, et al. [125]. Convergent validity was confirmed by AVE values exceeding 0.500.

4.4. Discriminant Validity

The degree to which a construct differs empirically from other constructs in the structural model is measured by its discriminant validity [126].

Table 3.
Fornell and Larcker Criterion

	EE	EP	GP	GR	GT	Green HRM
EE	0.859					
EP	0.842	0.835				
GP	0.777	0.75	0.828			
GR	0.806	0.787	0.805	0.836		
GT	0.744	0.721	0.788	0.799	0.827	
Green HRM	0.835	0.81				0.93

4.4.1. Fornell and Larcker Criterion and Cross-Loading

Table 3 reveals the correlational value of all the variables, and the value in the diagonal is the square root of the Average Variance Extracted (AVE). The highlighted numbers represent the square root of the AVE. The values 0.859, 0.835, 0.828, 0.836, and 0.827 are the square roots of the AVE for employee engagement, employee performance, green performance, and green training. It has been found that the AVE has a larger square root than the corresponding correlation estimations that

satisfy Fornell and Larcker [121] requirements for discriminant validity. Moreover, all correlation values are below or equal to 0.85, ensuring that multicollinearity is not an issue in this study. The highest squared correlation between any two latent constructs should be higher than the AVE of each latent construct [127].

Table 4.
Cross loading.

	EE	EP	GP	GR	GT	Green HRM
EE1	0.85	0.688	0.695	0.733	0.7	0.763
EE2	0.895	0.764	0.709	0.759	0.63	0.754
EE3	0.847	0.778	0.662	0.704	0.696	0.739
EE4	0.872	0.687	0.671	0.697	0.629	0.716
EE5	0.859	0.74	0.654	0.678	0.571	0.684
EE6	0.86	0.708	0.649	0.609	0.621	0.673
EE7	0.828	0.696	0.628	0.654	0.622	0.683
EP1	0.786	0.836	0.714	0.762	0.615	0.751
EP2	0.769	0.853	0.684	0.716	0.66	0.739
EP3	0.732	0.88	0.643	0.723	0.664	0.729
EP4	0.728	0.897	0.597	0.631	0.538	0.634
EP5	0.622	0.793	0.574	0.608	0.612	0.643
EP6	0.682	0.832	0.581	0.592	0.531	0.612
EP7	0.574	0.745	0.562	0.531	0.579	0.598
GP1	0.618	0.631	0.826	0.655	0.614	
GP2	0.697	0.678	0.885	0.735	0.728	
GP3	0.625	0.582	0.845	0.672	0.639	
GP4	0.737	0.668	0.882	0.746	0.76	
GP5	0.615	0.588	0.773	0.616	0.555	
GP6	0.551	0.567	0.747	0.557	0.601	
GR1	0.562	0.554	0.642	0.785	0.688	
GR2	0.674	0.638	0.647	0.842	0.605	
GR3	0.686	0.701	0.71	0.814	0.649	
GR4	0.669	0.715	0.705	0.868	0.733	
GR5	0.738	0.724	0.722	0.904	0.719	
GR6	0.668	0.647	0.619	0.779	0.625	
GR7	0.699	0.605	0.659	0.849	0.657	
GT1	0.614	0.617	0.669	0.708	0.835	
GT2	0.61	0.631	0.643	0.614	0.833	
GT3	0.568	0.537	0.626	0.58	0.822	
GT4	0.589	0.622	0.591	0.628	0.861	
GT5	0.66	0.612	0.696	0.725	0.837	
GT6	0.612	0.556	0.637	0.697	0.793	
GT7	0.647	0.586	0.694	0.664	0.802	
GP	0.777	0.749				0.93
GR	0.805	0.787				0.936
GT	0.744	0.72				0.924

Each component has a maximum loading with its corresponding construct, as indicated by the results in Table 4. The analysis demonstrates discriminant validity because all constructs show greater scores with their respective components than with any other construct.

Table 5.
HTM ratios.

	EE	EP	GP	GR	GT	Green HRM
EE	0.859					
EP	0.842	0.835				
GP	0.777	0.75	0.828			
GR	0.806	0.787	0.805	0.836		
GT	0.744	0.721	0.788	0.799	0.827	
Green HRM	0.835	0.81				0.93

4.4.2. HTMT Ratios

The Heterotrait-Monotrait (HTMT) ratio is a tool used to assess discriminant validity. It compares the correlation between constructs and items within the same constructs, providing insights into the validity of the models, ensuring that the interpretation in the analysis is not misleading [128]. The HTMT ratio falls below the recommended threshold of 0.9, as proposed by Hair, et al. [126], which confirms its reliability.

Table 6.
Test of model fit.

	Saturated Model	Estimated Model
SRMR	0.064	0.064

4.4.3. Goodness of Fit Test

Table 6 shows the Standardized Root Mean Square Residual (SRMR) values for both saturated and estimated models, with both recorded at 0.064. The SRMR value falls below the benchmark of 0.08 [129], indicating small differences between observed and predicted correlations. This confirms the research model's validity, indicating that it fits the observed data well and supports the proposed structural relationships.

4.4.4. Assessment of the Structural Model

After confirming the reliability and validity of the construct, the next step in the study was to assess the structural model. Examining structural models for collinearity problems is the first stage in the structural model assessment process. The next stage is to evaluate the significance and relevance of the structural model relationships after ensuring that no collinearity problems exist.

Table 7.
Test of collinearity.

	EE	EP	GP	GR	GT	Green HRM
EE		3.373				
EP						
GP	3.408	3.713				
GR	3.572	4.22				
GT	3.317	3.4				
Green HRM	1	3.295				

4.4.5. Collinearity Test (Inner VIF)

The presence of collinearity in the analysis was assessed using the VIF (Variance Inflation Factor), with a threshold of 5.0, as recommended by Hair, et al. [127]. The VIF values in Table 7 are 3.373, 3.408, 3.713, 3.572, 4.22, 3.317, and 3.4. These values are all less than 5, indicating that multicollinearity does not exist in the data.

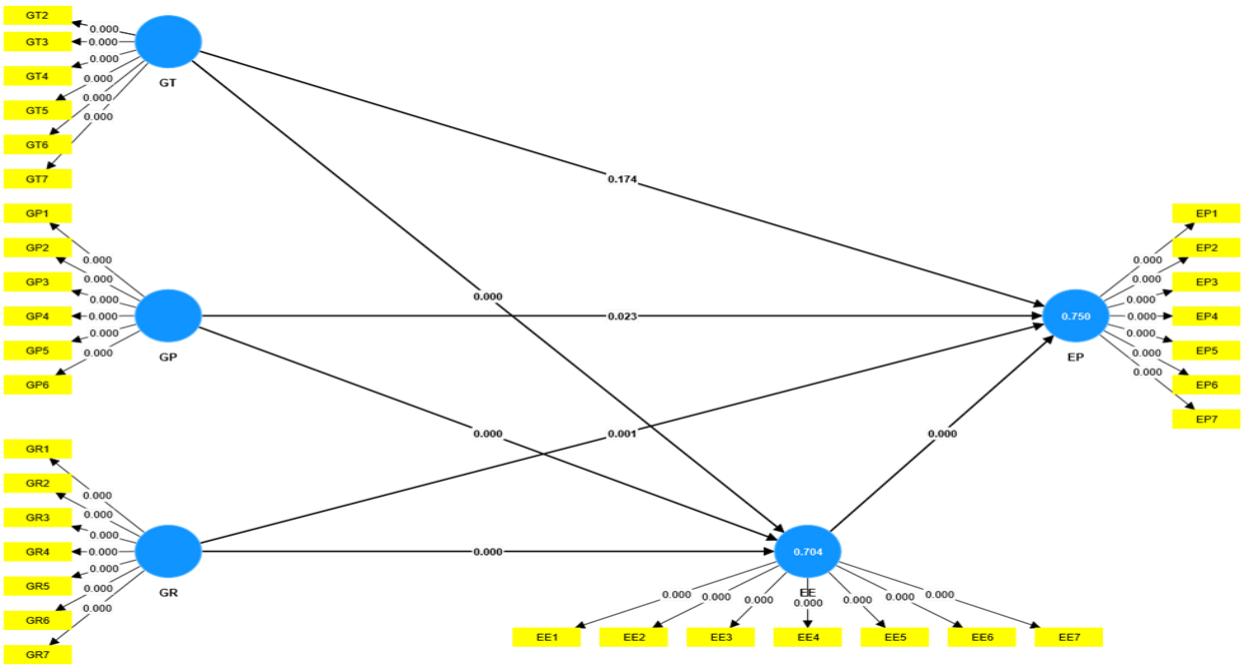

Figure 2.
Lower-order construct.

4.4.6. Test of Hypothesis

The model was assessed using the bootstrapping approach with 5,000 samples to evaluate the significance of the path coefficient and verify the validity of the hypotheses.

4.4.7. Direct Association Analysis

Figure 2 shows the regression coefficients, p-values, and beta coefficients. The value of R^2 for employee performance is 0.750, and OCB is 0.704, which means that 75% of the total variation in employee performance is explained by green training, green performance, and green recruitment, while 25% of the variation is explained by other factors that aren't included in this model. Similarly, OCB, the proxy for employee engagement, explains 70.4 percent of employee performance.

Table 8.
Direct impact analysis.

Hypothesis		Beta Coefficient	T statistics	P values	Decision
H1	GT -> EP	0.061	1.359	0.174	Not Supported
H2	GP -> EP	0.108	2.271	0.023	Supported
H3	GR -> EP	0.22	3.355	0.001	Supported
H7	GH -> EP	0.35	5.09	0	Supported

4.4.8. Direct Impact Analysis

H_1: There is an insignificant but positive relationship between green training and employee performance. Table 8 *shows that the value of beta is 0.061 and the p-value is 0.174. The p-value is not less than 0.05, so hypothesis 1 is not accepted.*

H_2: There is a significant positive relationship between green performance and employee performance. Table 8 *shows a significant and positive relationship between green performance and employee performance, accepting the hypothesis as the value of p is less than 0.05 (i.e., p-value = 0.023).*

H_3: There is a significant positive relationship between green recruitment and employee performance. Table 8 *confirms a positive relationship between green recruitment and employee performance, accepting the hypothesis as the p-value is less than 0.05 (i.e., p-value = 0.001) and the beta coefficient is 0.22.*

H_7: There is a significant positive relationship between green human resource practices and employee performance. Table 8 *shows that there is a positive relationship between green human resource practices and employee performance, as the beta value is 0.35 and the p-value is less than 0.05 (i.e., p-value < 0.001). Therefore, hypothesis 7 is accepted.*

4.4.9. Mediation Effect Analysis

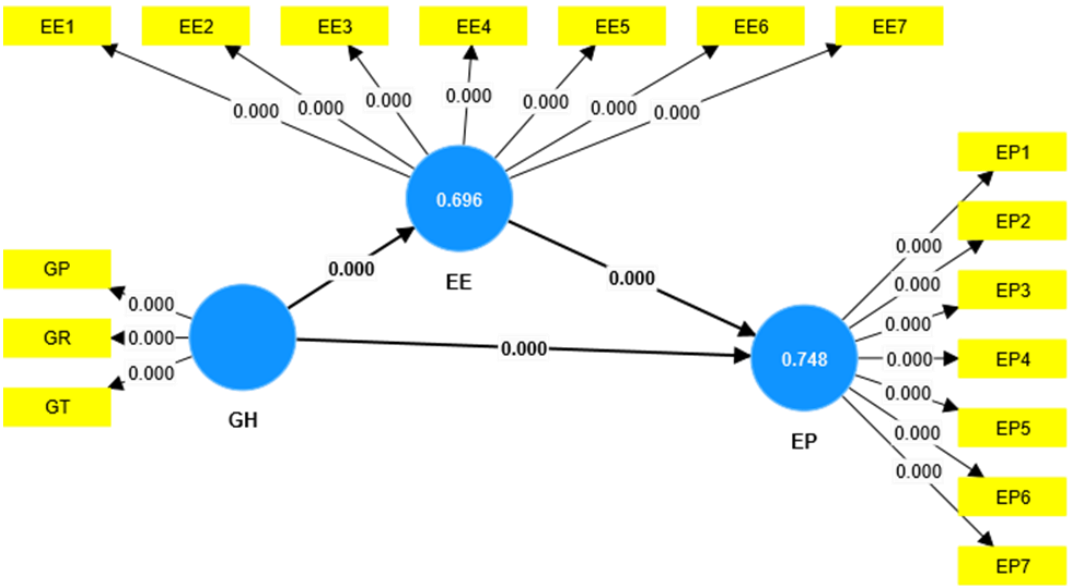

Figure 3.
Higher-order construct.

Table 9.
Mediation effect.

Total Effect				Direct Effect				Hypothesis	Indirect Effect				Bootstrapping 95% CI	
B	SD	T	P	B	SD	t	P		β	SD	t	p	LL	UL
0.269	0.049	5.503	0	0.108	0.048	2.271	0.023	GP -> EE -> EP	0.161	0.031	5.266	0	0.106	0.224
0.455	0.061	7.455	0	0.22	0.066	3.355	0.001	GR -> EE -> EP	0.235	0.047	5.002	0	0.149	0.333
0.145	0.053	2.729	0.006	0.061	0.045	1.359	0.174	GT -> EE -> EP	0.084	0.025	3.36	0.001	0.038	0.136
0.81	0.021	38.384	0	0.35	0.069	5.09	0	GH -> EE -> EP	0.46	0.058	7.995	0	0.355	0.582

4.4.10. Mediation Hypothesis Analysis

Mediation analysis was performed to assess the mediating role of work engagement in the relationship between independent variables and employee performance.

H_4: Work engagement mediates the relationship between green training and employee performance (EP). The p-value is 0.001, which is less than 0.05; hence, work engagement mediates the relationship between green training and employee performance (EP).

H_5: Work engagement mediates the relationship between green performance and employee performance (EP). The p-value is 0, which is less than 0.05; hence, work engagement mediates the relationship between green performance and employee performance (EP).

H_6: Work engagement mediates the relationship between green recruitment and employee performance (EP). The p-value is 0, which is less than 0.05; hence, work engagement mediates the relationship between green recruitment and employee performance (EP).

H_8: Work engagement mediates the relationship between green human resource practices and employee performance (EP).

The p-value is 0, which is less than 0.05; hence, work engagement mediates the relationship between green human resource practices and employee performance (EP).

5. Discussion

The objective of this study was to analyze the impact of Green HRM on employee engagement and performance. The focus was to examine the effects of Green Training, Green Recruitment, and Green Performance on the employee performance of Nepalese commercial banks. Based on the conceptual framework of the study, the main task was to examine the relationship between Green Human Resource Practices and Employee Performance. The study confirms that green training has an insignificant but positive relationship with employee performance, a finding that is consistent with the study conducted by Saeed, et al. [48], which indicates that receiving green training on environmental sustainability tends to demonstrate environmentally responsible service behaviors. Green performance also has a positive and significant relationship with employee performance, and the results are consistent with Steg and Vlek [43]. This study also indicates that there could be certain conditions where organizations follow a compliance approach, expecting employees to perform routine tasks designed according to the organization's quality systems and policies for hazard control, power consumption, printing and recycling, and safely disposing of materials. Moreover, this study found a significant positive relationship between green recruitment and green performance. These results are consistent with the findings of Huertas-Valdivia, et al. [51], which suggest that incorporating the firm's green values and goals when hiring employees will influence an individual's cognitive evaluation of personal capabilities and awareness of his/her job-related green behavior. In the case of Green HR practices, the relationship with green employee performance was significant and positive, which is consistent with the findings of Harvey, et al. [37]. The study concluded that HRM plays a prime role in the execution of green practices and indicated the contribution of HRM to green performance. Green performance can depend on employee involvement and the implementation of green practices in both life domains, resulting in positive green outcomes. The second objective of the study was to find the mediating role of work engagement in the relationship between green training, green performance, and green recruitment with employee performance. In the case of green training, work engagement mediates its relationship with employee performance, which is consistent with the findings of Rich, et al. [103]; Sulea, et al. [104]; Agarwal and Bhargava [105]; Karatepe and Olugbade [106]; Aboramadan and Elbanna [108] and Aboramadan, et al. [130], who have highlighted work engagement as a significant mediator in the relationship between Green HRM and positive work-related behaviors. Engaging employees in green initiatives, such as recycling programs and energy reduction, has been shown to have a positive impact on organizational performance and sustainability [95]. Work engagement likewise has a mediating relationship with green recruitment, further supported by Park, et al. [99] with AMO theory. According to this theory, employee capabilities can be improved through the recruitment of skilled and competent staff, as well as through the effective implementation of training and development programs. The study confirms the use of the AMO model in the settings of least developed countries as well.

6. Conclusions and Implications

The study includes the relationship between green training, green performance, and green recruitment on employee performance, with work engagement as a mediating variable. There is a significant relationship between green HR practices and employee performance, confirming the effect of positive Green HRM practices on employee engagement. Overall, the study emphasizes the role of green HRM in promoting employee engagement with environmental sustainability initiatives. It identifies employee engagement as a significant mediator between green HRM practices and outcomes such as positive employee performance. Encouraging employee engagement in accordance with sustainability objectives by prioritizing eco-friendly projects, providing training, and praising green actions can enhance sustainability efforts and improve employee satisfaction and dedication. Green HR practices can help understand their benefits and the development of a green culture within the organization. The study confirms that implementing diverse approaches to improve recruitment practices can foster the integration of an environmentally conscious value system within an organization. Training and development efforts are instrumental in embedding environmental awareness into the behavioral patterns of employees. Furthermore, incentivizing employees for their environmental performance serves as a powerful motivator, encouraging the adoption of environmentally friendly behavior. Nepalese commercial banks can formulate plans to enforce policies for green practices so that they can create a brand image and sustainable business. They should focus on green training programs to raise employee awareness of applying green practices. Further research is required to generalize the findings and include more variables to identify the relationship between green HRM practices and employee performance. Additionally, in this study, only training, performance, and recruitment within the organization were evaluated for analyzing green employee performance. Future researchers can use more green HR practices to confirm the results. Furthermore, commercial banks can focus on the AMO model to train their employees for further encouragement in green practices.

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